



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

S: 27 Nov 06
NOV 13 2006

IMHR-D

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: US Army Installation Management Command (IMCOM) Developmental Assignments Program (DAP) Pilot Study

1. Developmental assignments are a potent form of employee development. Generalists with greater breadth and depth of knowledge, skills and abilities are increasingly in demand because of their flexibility and adaptability to new challenges. Developmental assignments can assist the organization in succession planning, and developing a well-rounded, diverse workforce. Developmental assignments offer more intrinsic benefits in terms of job challenge, satisfaction, and visibility.
2. Regions and Garrisons have been using developmental assignments to develop their employees. IMCOM would like to supplement this effort by providing centralized funding through an IMCOM Developmental Assignment Program (DAP). Under DAP, assignments may be to different functional areas, geographic locations, or organizational levels. The developmental assignments can be at the Garrison, Region, and HQ levels. The assignments range from three to six months. TDY may be required. The DAP is open to all appropriated fund, non-appropriated fund grade levels NF-3 to NF-6, and local national IMCOM employees.
3. The objectives of DAP are to:
 - a. Enhance employee flexibility by strengthening the experience of employees to prepare them for higher responsibilities
 - b. Develop pentathletes
 - c. Improve organizational communication
 - d. Provide employees with an alternative work experience that allows for ongoing experiential learning
 - e. Provide an avenue for the exchange of ideas and sharing of experience
 - f. Encourage shared approaches to problem solving in and between participating organizations

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4. A DAP pilot study will be implemented in FY 07 prior to full implementation in FY 08. The pilot study will assess various aspects of the program, and make appropriate adjustments prior to full implementation. During the pilot study, IMCOM will centrally fund approximately 18 assignments in FY 07.

5. IMCOM may centrally fund developmental assignments located outside of the participant's parent organization (i.e., outside of the commuting area) for more than 30 calendar days. Funding includes travel and fifty-five percent (55%) per diem locality rate, as stated in Department of Defense Civilian Personnel Joint Travel Regulations (JTR) Vol. II (C4530). Funding does not include rental cars and local transportation in and around the training site. Use of local funds may be authorized. The participant's parent organization will continue to pay employee's salary and benefits.

6. Centralized funds do not cover temporary promotions. Temporary promotions may be made non-competitively if developmental assignment is 120 days or less. If the temporary promotion extends beyond 120 days, competition is required. If an employee is considered for temporary promotion, he or she must meet all "Office of Personnel Management" qualification requirements. Should there be a need for temporary promotions during the DAP, the expense should be negotiated between the parent and host organizations. Additionally, if the developmental assignment exceeds 120 calendar days, a signed "mobility agreement" is required when traveling outside the employee's commuting area.

7. The DAP consists of two complimentary approaches, which are characterized by consistent commitment to employee enhancement and succession planning. The first approach (Approach A) focuses on competitive developmental assignments that correspond both to the needs of the participant and demands of the host organization. In some cases, participants may undertake special projects within the organization. In other cases, participants fill a pre-existing opening, temporarily shouldering all the duties that the position entails. The second approach (Approach B) focuses on non-competitive developmental assignments proposed by management and tailored to specific employees. Management systematically identifies an employee that demonstrates a genuine need for a strategically selected developmental assignment for personal development and career progression. The mix of developmental assignments results in better-trained and more responsive employees. In all cases, the developmental assignments serve a common purpose. Participants rapidly diversify their abilities and experiences through real-time work and learning.

8. When more than one participant applies for the same development assignment, selections will be competitive. A panel will consider recommendations made by the

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Regions, review and evaluate submitted applications, and refer potential candidates to the host office. In all other cases, participants may be selected non-competitively. It is imperative that we gain full support of both home and host organizations to make the DAP a continued success. We encourage all Regions to identify participants for Approach A and/or Approach B.

9. Region Directors are asked to submit at least two developmental assignments to IMCOM Human Resources (HR) Division, Workforce Development (WFD) Branch by **27 Nov 06**. IMCOM Staff Principals are encouraged to submit at least one developmental assignment. Please use the enclosure to identify competitive developmental assignments (Approach A) or to recommend an employee for a management directed developmental assignment (Approach B).

10. Developmental assignments will commence when participants are identified and approved through the chain of command. The point of contact (POC) for the DAP is Barbara Pierre, (703) 602-7368, DSN 332-7368; e-mail: barbara.pierre@hqda.army.mil. Alternate POC is Linda Donaldson, (703) 602-4504, DSN 332-4504; e-mail: linda.donaldson@hqda.army.mil.

Encl
as


JOHN A. MACDONALD 13 Nov 06
Brigadier General, USA
Deputy Commanding General

DISTRIBUTION:
IMCOM REGION DIRECTORS
IMCOM STAFF PRINCIPALS

CF:
IMCOM Region HR Chiefs

Submission Requirement for Developmental Assignment **Approaches A & B**

The submission for developmental assignment Approaches A & B should include the following details:

- a. Nature of the position
- b. Period of assignment
- c. Location of position (i.e., Region, Garrison, HQIMA Directorate)
- d. Grade level and series eligible to apply
- e. Name of a mentor assigned to assist participant in developmental assignment
- f. POC at Region/Garrison
- g. Learning objectives of developmental assignments
- h. Key tasks to be performed
- i. Projected funding requirements
- j. Union approval, if necessary

For Approach B:

- k. List the name of the candidate management recommends for developmental assignment

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